

How to Influence — 13 Ways to Increase YOUR Impact

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I'm excited to share a new **Influencing Skills Model** (Figure 1.) that has evolved from two years R&D into Business Partnering [1], extensive leadership interviews [2], and feedback from workshops delivered to 350+ professionals.



Fig 1. A Model of 13 Influencing Skills and Techniques

These influencing skills and underlying techniques have a cumulative effect i.e., the more skills you develop, the greater the opportunity to partner effectively, build relationships and have impact.

Equally, the skills and techniques that help you influence are often *situation specific*.

Influencing *is a balancing act!* Think of this model as a toolkit from which you select the most appropriate device(s).

Some examples:

- A new member of a team, being introduced to a stakeholder for the first time, can build credibility through demonstrating expertise in their domain and through delivery (quick wins)
- An established member of an organization, being introduced to a stakeholder who might have had poor experience with a predecessor, can apply active listening — truly paying attention, being open-minded¹ and withholding judgement — and by diligently gathering information to provide context and accurately inform the first meeting

¹ <https://www.cips.org/knowledge/procurement-topics-and-skills/people-and-skills/influencing-skills>

- An established team member - stakeholder relationship may look to collaborative solution building, and to embrace and handle conflict. Constructive conflict and healthy debate can create higher-value solutions — particularly if trust has already been established.

Leaders and their teams will be skilled in many of these areas at varying levels of maturity, depending on their experience, education and development.

Each skill can be enhanced using appropriate tools and techniques — many of which I document in my research papers on **Business Partnering**^{2,3}, a framework for which is presented in Figure 2.

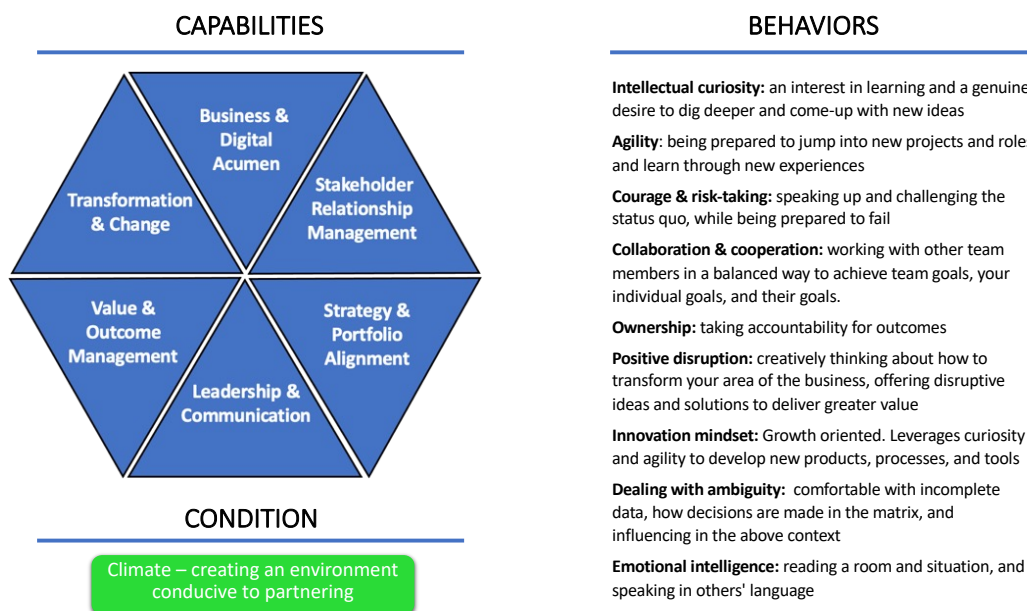


Fig. 2 A Framework of Capabilities and Behaviors for Business Partnering
 Derived from empirical research, literature survey and interviews with business leaders

Each organization will prioritize these Business Partnering and Influencing skills *differently*.

Please contact me to discuss how this model and framework can support the development of your team, and for further information on the supporting tools and techniques.

References and bibliography:

1. <https://www.linkedin.com/pulse/habits-capabilities-successful-business-partners-ian-foster/>
2. <https://www.linkedin.com/pulse/habits-successful-business-partners-part-2-what-do-leaders-ian-foster>
3. <https://www.cips.org/knowledge/procurement-topics-and-skills/people-and-skills/influencing-skills>
4. <https://www.cips.org/knowledge/procurement-topics-and-skills/people-and-skills/influencing-skills/>
5. <https://www.ccl.org/articles/leading-effectively-articles/three-ways-to-influence-people/>

² <https://www.linkedin.com/pulse/habits-capabilities-successful-business-partners-ian-foster/>
³ <https://www.linkedin.com/pulse/habits-successful-business-partners-part-2-what-do-leaders-ian-foster>